

East Coast College Corporation Meeting

Tuesday 4th July 2023 9am Great Yarmouth Board Room

Present:	Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO & Principal - SR) Saul Humphrey (SH) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) Kirk Lower (KL) Ian Lomax (IL) Katie Alexander (KA) Alan Debenham (AD) Malcolm Goodwin (MG)	
In attendance:	Wendy Stanger (Director of Governance), Ann Wall (Director of People and Wellbeing), Urmila Rasan (Deputy Chief Executive) Julia Bates (Deputy Principal Curriculum Development and Strategic Partnerships) Paula Padda (Deputy Principal, Curriculum, Quality and Learner Experience)	
ECC/23/07/1	Apologies and membership	Action
<p>Apologies</p> <p>Apologies were received from Nasima Begum (NB) Teresa Sharman (TS) Lewis Hanson (LH) Jude Owens (JO) David Blake (Chair - DB) and the meeting was chaired by Vice Chair Peter Lavender (PL)</p> <p>Membership</p> <p>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO & Principal - SR) Saul Humphrey (SH) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Malcolm Goodwin (MG) Jude Owens (JO) Nasima Begum (NB) Katie Alexander (KA) Teresa Sharman (TS) Lewis Hanson (LH)</p>		
ECC/23/07/2	Declarations of Interest	
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Mike Dowdall as an employee of the LEP • Tina Ellis as ECETA Chair • Saul Humphrey – Professor at Anglia Ruskin University • Peter Lavender – UEA Senior Research Fellow – fixed term • Kirk Lower – BPP University: Apprenticeship Strategy Advisor and • All staff re Pay and Senior Post Holder Remuneration Review <p>It was agreed that these declarations did not preclude full participation in the meeting.</p>		
ECC/23/07/3	To approve the Minutes of the 23 5 23 meeting and any other matters raised previously not otherwise included in the Agenda	
The minutes were approved as a true record of the meeting.		
ECC/23/07/4	Rolling Action Log	
The rolling action log was reviewed and no issues raised.		

	PART 1 AGENDA	
ECC/23/07/8	CEO Update and Annual Review	
<p>The CEO presented the report and circulated to the Corporation the Annual Review Report which was to be launched at the staff annual celebration day. The week would be one of celebration with the student award events too. The Annual Review was intended to be inspirational and to demonstrate the College's value and the need to continually improve.</p> <p>The Senior Management Group advised that during the year,</p> <ul style="list-style-type: none"> • The College had retained a good financial health rating and had been able to fund a staff honorarium. • Major capital projects had been planned and some bids won, which would provide excellent working environments for students and staff. • Successful management appointments had been made which had helped develop the team. • Turing visits had taken place and the College had again been successful with its bids for 2023/24. This provided an international offer to our students that they would otherwise not be able to access and was testament to the work of the Assistant Principal responsible. • Great progress had been made with stakeholder engagement – both with employers and schools. • A curriculum plan had been developed which was future facing. • Best Companies supported by the Engagement Ambassadors had demonstrated that the College was a good employer and the 'Best Companies' results were helping with recruitment. • The College's value-driven approach was a testament to the College team. <p>Governors discussed applications and noted the need for growth as well as securing the budgeted numbers. The Deputy Principal Curriculum and Strategic Partnerships advised that applicant numbers were up from the previous year but now needed to be converted into enrolments. Targets had been set for all the team and these were being monitored weekly, which included reviewing the reason for any withdrawals.</p> <p>The Deputy Principal, Curriculum, Quality and Learner Experience advised that progression was being secured pre-summer so that all students had a plan for the next academic year. This had been achieved through the hard work of the admissions, MI and teaching teams.</p> <p>The Deputy Principal Curriculum and Strategic Partnerships advised that the subcontracting provision was out to tender and this would secure additional numbers and would require approval from the Corporation via written resolution. The provision's 'intent' was strong but needed to improve on its progression plan. The CEO advised that the College was also working with St Edmunds Society to support their provision because their prime contractor had withdrawn. This would require ESFA approval for an increase in allocation. This was high quality specialist NEET provision with good progression, which would give potential growth.</p> <p>Governors queried the Lowestoft Hospital development and whether the College had the capacity to take on an additional project. The CEO advised that this was an emerging</p>		

<p>project supported by the local MP and a model is being developed to de-risk this development for the college.</p> <p>The Corporation noted its thanks to both the Senior Team and the overall staff team for their hard work and commitment during the year.</p> <p>The CEO thanked the Corporation for their support and set out the priorities and targets for 2023/24.</p>		
ECC/23/07/9	Governance Update - 2023/2024 Governance Team and Plan	
ECC/23/07/9.1	Governance Team	
ECC/23/07/9.2	Governance Schedule	
ECC/23/07/9.3	Governance External Review	
ECC/23/07/9.4	Standing Order Review - as recommended by Governance Remuneration and Search	
<p>The Director of Governance presented the report and advised on the proposed changes, which included moving away from the current monthly Corporation meetings and ensuring that the Committees were empowered to carry out their role through revised delegation, which would be detailed in their terms of reference. The Governance Remuneration and Search was to be reconstituted to include the Chairs and would be chaired by the Vice Chair.</p> <p>Governors queried if exit interviews were carried out with governors. The Director of Governance advised that there was not a formal process currently but that all the Associate Governors that had declined an additional term had given a reason.</p> <p>The Corporation resolved, as recommended by Governance Remuneration and Search, to:</p> <p>1. appoint:</p> <ul style="list-style-type: none"> • Alan Debenham as an Associate Governor for a term of office to 31 7 2024. • Tina Ellis as an Independent Governor for a term of office to 31 7 2024. • Rob Evans as an Independent Governor for a term of office to 31 7 2024. • Saul Humphrey as an Independent Governor for a term of office to 31 7 2026. • Giles Kerkham as an Independent Governor for a term of office to 31 7 2026. • Mike Dowdall as an Independent Governor for a term of office to 31 7 2024. • Kirk Lower as an Independent Governor for a term of office to 31 7 2024. • Jude Owens as an Independent Governor for a term of office to 31 7 2025. • Malcolm Goodwin as an Independent Governor for a term of office to 31 7 2024. • Liz Howard as an Associate Governor for a term of office to 31 7 2024. • Lisa George as an Associate Governor for a term of office to 31 7 2024. <p>2. Appoint the following Chairs and Vice Chairs:</p>		

	<ul style="list-style-type: none"> • Corporation Chair David Blake for a term of office from 1/9/2023 to 31/07/2024 • Corporation Vice Chair Saul Humphrey for a term of office from 1/9/2023 to 31/07/2024 • Corporation Vice Chair Community Tina Ellis for a term of office from 1/9/2023 to 31/07/2024 • Quality & Standards Chair Kirk Lower for a term of office from 1/9/2023 to 31/07/2024 • Estates Mike Dowdall Chair for a term of office from 1/9/2023 to 31/07/2024 • Curriculum Development Chair Peter Lavender for a term of office from 1/9/2023 to 31/07/2024 • Collaboration Steering Group Chair Saul Humphrey for a term of office from 1/9/2023 to 31/07/2024 • Audit Chair Giles Kerkham for a term of office from 1/9/2023 to 31/07/2025 <ol style="list-style-type: none"> 3. Approve the changes to the Governance Remuneration and Search Committees membership. 4. Approve the Governance Schedule. 5. Note that the External Governance Review is to be carried out by AOC. 6. Approve the revised standing orders. 	
ECC/23/07/9.5	QD158 Senior Post Holder Remuneration Policy as recommended by Governance Remuneration and Search	
	<p>The Director of Governance presented the Policy and the reasoning behind it.</p> <p>The Corporation resolved, as recommended by Governance Remuneration and Search, to:</p> <ul style="list-style-type: none"> • adopt the Senior Post Holder Remuneration and Appraisal Policy. 	
ECC/23/07/12	Quality and Self-Assessment Process	
	<p>The Deputy Principal, Curriculum, Quality and Learner Experience presented the report. A review, assisted by a current Ofsted Inspector, of the self-assessment documentation has been completed for 22/23 and this had led to simplification. The self-assessment will focus on Ofsted Education Inspection Framework criteria and not the previously used learner journey format and Leadership and management will be self-assessed overall as a college.</p> <p>Governors challenged if the College was 'Ofsted ready'. The Deputy Principal, Curriculum, Quality and Learner Experience advised that the College was prepared but that didn't mean that the College could not improve further. External deep dives were to take place in areas identified as needing to improve.</p> <p>The CEO commented that there were now managers in post that had not been through Ofsted. The Director of People and Wellbeing commented that the College was making sure that new managers were trained and developed.</p> <p>Governors raised concern of industrial action during an Ofsted visit. The CEO advised that it was rare for Ofsted to cross a picket line and they would look to rearrange. Paul</p>	

	<p>Joyce, Ofsted Deputy Director, has stated that Ofsted is seeing the result of underfunding in colleges.</p> <p>The CEO commented that the language and focus would change in the next academic year as the College expects to be inspected in 2023/24 and the SAR and Business Planning would be sharpened. It should be remembered that Ofsted is just the regulator and the College should be having this focused approach anyhow.</p> <p>Governors discussed whether they were 'Ofsted ready'. The mock Ofsted inspection of governance that they had taken part in this year had been useful as part of their preparedness. It was noted that Ofsted was now more focused on the student experience. It was important therefore that the Governors knew the College and could talk about their experiences of seeing the College in action. The Director of Governance commented that the number of governor visits had improved this year. This needed to continue into the next year, with the feedback from these visits shared with the rest of the Corporation so that the Governors could demonstrate with examples that they knew the College well.</p>	
ECC/23/07/13	Skills Position	
	<p>The Deputy Principal Curriculum and Strategic Partnerships presented the position paper which set out the College's approach to meeting skills' needs. This was a dynamic document and would be kept under review, as would the stakeholder map.</p>	
ECC/23/07/14	Strategic Curriculum Review	
	<p>The Deputy Principal Curriculum and Strategic Partnerships presented the Strategic Curriculum Review. The Governor's three-year curriculum review is an integral part of the curriculum planning cycle. It investigates local and regional skills needs to ensure that our curriculum aligns with our overarching strategy and meets the priorities of the local area and communities. Collaboration has played a pivotal role in our review process, including a regional conference of senior teams, governors and governor professionals.</p> <p>The Director of Governance advised that the Chair of Curriculum Development and the Vice Chair have been consulted on the review and the Corporation are asked to approve the Review, subject to a final edit which will not materially change the document.</p> <p>Corporation resolved to:</p> <ul style="list-style-type: none"> • approve the Strategic Curriculum Review and agreed that it can be published. 	
ECC/23/07/15	Norfolk and Suffolk Centre for Health Excellence	
	<p>The CEO presented the report. UoS is looking to work with FE providers to create a Health centre of excellence. It is funded by Health Education England and will be a collaborative single offer, with Colleges providing level 1-4 and currently in discussion about the delivery split of level 4/5. In phase 1 the East of England Centres of Excellence in Health Apprenticeships will feature sites located in Ipswich, Great Yarmouth, Lowestoft, and Kings Lynn. It is anticipated that phase 2 would include expansion into Bedford, Cambridge, and Bury St Edmunds. This will be part of the Great Yarmouth University Hub offer.</p> <p>Governors discussed the need to collaborate and how this was reflected in the Strategic Curriculum Review and in joint funding bids. The CEO commented that there would also always be residual areas of competition.</p>	

ECC/23/07/16	Capital Projects Update	
<p>The Deputy Chief Executive presented the update and advised that the GY Rebuild was at contract stage. The College needed to optimise the design to ensure that it met current and future needs. There would be tensions in negotiating the final design and the value engineering that might be needed to meet budget. The GY HE Centre, which is to be known as 'The Place' draft lease was agreed, and ESFA had confirmed it did not require approval. Internal works are due to start in September 2023. The College has now received T Level funding to refurbish the top floor of the Tower Block in Lowestoft to deliver a Creative and Digital T-level from September 2024 onwards, and the Corporation were asked to accept the funding and approve the match funding.</p> <p>Governors challenged if the compensation payment to remove the covenant was sufficient. The Deputy Chief Executive advised that the College had used the services of specialist solicitors to help negotiate an appropriate level of compensation.</p> <p>Governors commented that any delay in any of the projects meant a risk that the College would be detrimentally affected by the construction inflation which was still high. The Deputy Chief Executive advised that if there was delay with the GY rebuild the College may need to invest in the current building to ensure that it continued to be fit for purpose.</p> <p>The Corporation resolved to:</p> <ul style="list-style-type: none"> • note the update • agree to the £25,000 compensation payment for the removal of the covenant on the D Block land • authorise the Chair, or his nominee, and another governor to sign and seal the agreement removing the covenant and • accept the £750,000 funding offered under T-Level Wave 5 and approve the match funding. 		
ECC/23/07/17	Strategic Risk Register	
<p>The Deputy Chief Executive presented the Strategic Risk Register and advised that the tactical risk registers had been amended for the financial forecast. The Estates tactical register would need to be updated for the project work and this would then be reflected in the Strategic Risk Register.</p>		
ECC/23/07/18	Management Accounts - May - as reviewed by Finance and General Purposes	
<p>The Deputy Chief Executive presented the accounts and advised that there were no major changes.</p>		
ECC/23/07/19	Budget as recommended by Finance and General Purposes	
ECC/23/07/19.1	Commentary and Financial Statistics	
ECC/23/07/19.2	CFFR Model	
ECC/23/07/19.3	Unions Response Re Pay Increase Not Being Budgeted	
<p>The Deputy Chief Executive presented the budget papers. Given that this was a tight budget the commentary included a risk analysis. This was to be developed into KPIs that would be used for monitoring at each committee meeting. The financial health grade of</p>		

	<p>'good' was maintained which was important as this allowed the College to bid for other projects and funding.</p> <p>The Chair of Finance and General Purposes advised that the Committee had considered the budget papers in detail, including the pay review. The Real Living wage had been included for 2023/24 but not currently for future years due to the cost of the knock on effect of this on other pay bands, and this will require detailed review. The budget has been supported by extraordinary income, including the VAT refund, and will need to be tightly managed, supported by the risk analysis.</p> <p>The Director of Governance advised that the Finance and General Purposes Committee had asked for the commentary around pay to be updated to reflect that this would be reconsidered post enrolment and data validation at performance monitoring and business planning.</p> <p>Governors challenged why cash holdings were high. The Deputy Chief Executive advised that this was due to project funding being paid in advance, and capital funding which was restricted funding. Governors commented that it was good to have prudent cash management.</p> <p>Governors challenged if the budget was as tight as predicted given that in previous years the College had out performed the budget. The CEO advised that this was set out in the risk analysis. The College should have income certainty in October and the pay review paper could then be revisited. To achieve this the College needed to secure the recruitment. The Deputy Chief Executive advised that the financial outturn for the current year also needed to be secured and if enrolment with growth was not secured the budget for 2024/25 would require broader intervention.</p> <p>The CEO commented that the Corporation needed to consider its strategic priorities as the previous plan set in 2019 was prior to Covid and the cost of living crisis. There was therefore a need to recalibrate.</p> <p>Corporation resolved to approve the:</p> <ul style="list-style-type: none"> • Budget 2023/24, including commentary and college financial forecast return. 	
	Committee Reports for Information	
ECC/23/07/20	People Committee Report	
The People Committee Report was noted.		
ECC/23/07/21	Curriculum Development Committee Report	
ECC/23/07/21.1	Terms of Reference Review as recommended by Curriculum Development Committee	
<p>The Curriculum Development Committee Report was noted.</p> <p>The Director of Governance advised that the Committee's terms of reference had been revised and it was proposed to change the name to 'Curriculum Growth and Development Committee' to better reflect its role.</p> <p>Corporation resolved to approve the:</p> <ul style="list-style-type: none"> • committee be renamed Curriculum Growth and Development Committee and • Curriculum Growth and Development Committee's revised terms of reference and delegation. 		

ECC/23/07/22	Quality and Standards Committee Report	
ECC/23/07/22.1	Terms of Reference Review as recommended by Quality and Standards	
<p>The Quality and Standards Committee Report was noted.</p> <p>The Director of Governance advised that the Committee has asked that an additional question 'Were Learners prominent in discussions?' be added to the meeting reviews. The Corporation agreed this suggestion.</p> <p>Corporation resolved to approve the:</p> <ul style="list-style-type: none"> Quality and Standards Committee's revised terms of reference and delegation. 		
ECC/23/07/23	Finance and General Purposes Committee Report	
<p>The Finance and General Purposes Committee Report was noted.</p>		
ECC/23/07/23.1	Policy Review - as recommended by Finance and General Purposes	
ECC/23/07/23.2	QD027 Fees Policy 2023/24	
ECC/23/07/23.3	QD048 Bursary Policy and Procedure 2023/24	
ECC/23/07/23.4	QD093 Subcontracting Policy 2023-24	
ECC/23/07/23.5	QD074 Supply Chain Fees and Charges Policy 2023/24	
ECC/23/07/23.6	Terms of Reference Review as recommended by Finance and General Purposes	
<p>The Deputy Chief Executive presented the policies and advised that the Bursary Policy had seen a significant increase in usage.</p> <p>Corporation resolved as recommended by Finance and General Purposes to adopt:</p> <ul style="list-style-type: none"> QD027 Fees Policy 2023/24 QD048 Bursary Policy and Procedure 2023/24 QD093 Subcontracting Policy 2023-24 QD074 Supply Chain Fees and Charges Policy 2023/24 Finance and General Purposes Committee's revised terms of reference and delegation 		
ECC/23/07/24	Audit Committee Report	
ECC/23/07/24.1	External Audit Appointment - as recommended by Audit Committee	
<p>The Audit Committee Report on the External Audit tender meeting was noted.</p>		

The Audit Chair presented the External Audit tender report and advised on the value for money data considered.

The Corporation resolved, as recommended by Audit Committee, that:

- 1. SB Audit LLP (Formerly Scrutton Bland LLP) be appointed to provide an external audit at a cost of £44,150, with no increase in year 2.**
- 2. This appointment to be for an initial period of 2 years and**
- 3. with option to extend the contract for a further three years, subject to satisfactory performance and the agreement of both parties.**

ECC/23/07/25	ECETA Report	
---------------------	---------------------	--

ECC/23/07/25.1	ECETA Business Plan as Approved by ECETA Board	
-----------------------	---	--

The ECETA Committee Report and Business Plan were noted.
KA left the meeting.

ECC/23/07/29	Review of Meeting	
---------------------	--------------------------	--

- Confidential Items: Separate minuted items.
- Risk Management: any issues discussed which may require an additional Assessment: Cover report for the risk register and budget risk analysis to be built into management accounts monitoring
- Equality & Diversity: any issues discussed which may require an additional Impact Assessment: Curriculum Planning and ensuring an inclusive curriculum and Pay Review.
- Health & Safety: any issues discussed which may require an additional Impact Assessment: None
- Sustainability: any issues discussed which may require an additional Impact Assessment: Capital works.
- Media: any issues discussed to inform local media: Annual Report
- How did the meeting go: A long meeting with good discussion.